

SAMPLE EOWA Application for Waiver from Reporting

ORGANISATIONAL DETAILS COVER SHEET (To be completed and attached to each EOWA Report & Application)						
Legal name of your organisation:		Organisation X				
Previous name (if changed since last Report):		n/a				
Trading name (if applicable):		n/a				
Total No. of employees:		404	ABN:			
ANZSIC Code AND Industry Description (refer www.abs.gov.au):		Telecommunications Services				
ASX Codes for Organisations listed on the Australian Stock Exchange:						
Physical address:	1025 Collins St Melbourne		State:	VIC	Postcode: 3000	
	Switchboard No:	03 900 0 0000	Facsimile No:	03 9411 1111		
Postal address:	As above		State:		Postcode:	
CONFIRM YOUR ORGANISATION'S HIERARCHY DETAILS BY COMPLETING BELOW						
Who is the ultimate responsible Australian Parent Company for your organisation?						
Organisation X						
WHAT ORGANISATIONS ARE COVERED BY THIS REPORT (INCLUDE ALL SUBSIDIARIES)?						
Organisation X						
Has there been a change to any of your organisations since your last report? (If yes, provide details below):					YES	NO
					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reason For Change	Name	New Name				
a) Change of Name:						
b) Sold:	Name	New Owner				
c) Ceased Trading:	Name					
CONTACT INFORMATION						
	CEO Details	Report Contact Details				
Title:	Mr	Ms				
First Name:	X	Y				
Family Name:	XXX	YY				
Job Title:	CEO	HR Manager				
E-mail Address (or PA for CEO):	x.xx@orgx.com.au	y.yy@orgx.com.au				
Telephone:	03 9000 0000	03 9000 0000				
Facsimile:	03 9111 1111	03 9111 1111				
Address (if different to above):						

EOWA may send your company non-reporting related material from other organisations for the sole purpose of notifying you of relevant equal opportunity information such as lectures, events, programs or publications. If you DO NOT want EOWA to send your Report Contact or CEO this information please advise EOWA by email at eowa@eowa.gov.au or by phone on (02) 9448 8500.

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Please insert background details of organisation and current issues impacting on its performance

“Organisation X has complied with the Act for three (3) consecutive years prior to this year.

Organisation X is a medium sized company with its head-office in Melbourne and regional offices in Bendigo and Wodonga. The workforce has an overall equal gender mix but disproportionate representation of women at lower levels.

Organisation X has been through several restructures but is not currently undergoing any major downsizing.

There is a Human Resources department which has responsibility for assisting different business groups to develop and implement their diversity/equal opportunity for women in the workplace programs.

Organisation X is committed to providing equal opportunity for women in its workplace and its organisational goals and priorities are consistent with this intention. The key business goals for the reporting year are:

- to become a market leader;
- to deliver excellent customer service and;
- to become an ‘EOWA Employer of Choice for Women’.

To achieve these business goals Organisation X plans to be innovative and strategic. It will take advantage of the opportunities made possible by globalisation and the increased use of electronic methods of working. Such changes have created more opportunities for greater flexibility and responsiveness and have changed not only the way services are delivered, but also the way people work at Organisation X. ”

Please tick the box to confirm that the CEO of this organisation has read and endorsed the contents of this Application for Waiver from Reporting and that a signed copy is held on file at the organisation.

CEO Signature

X Xx

Print Name

PLEASE NOTE: If you are also interested in applying for the ‘EOWA Employer of Choice for Women’ citation or an **EOWA Business Achievement Award**, please refer to EOWA’s website or click on the links to the right.

See [EOWA Employer of Choice for Women](#), OR [EOWA Business Achievement Awards](#) on our website

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1 WORKPLACE PROFILE

	Women		Men		Casual & Contract		Total	%w	%m	Average Salary		
	Full time	Part time	Full time	Part time	M	W				Women	Men	% pay gap
CEO			1									
Senior Executives	2	0	5	0	0	0	7	29	71	226,194	278,851	18.9%
Senior Managers	9	0	17	0	0	0	26	35	65	151,233	172,672	12.4%
Managers	15	2	28	0	0	0	45	38	62	111,654	131,789	15.3%
Team Leaders	9	2	10	0	0	0	21	52	48	61,222	63,549	3.7%
Admin Staff	66	20	36	3	5	17	147	70	30	41,275	42,531	3.0%
Sales Staff	17	0	25	0	0	0	42	40	60	88,142	90,786	3.0%
Professional Staff	25	5	30	2	10	5	77	45	55	78,345	79,987	2.1%
Technical Staff	5	1	15	0	12	6	39	31	69	61,090	62,067	1.6%
Total	148	30	166	5	27	28	404	51	49	68,644	89,911	23.7%

CONSULTATION

Please provide details of the methods your organisation used in 2009-10 to consult with staff (both men and women) to find out their level of satisfaction with the organisation in relation to the seven employment matters-

1. recruitment and selection
2. promotion, transfer and termination
3. training and development
4. work organisation
5. conditions of service
6. sex-based harassment
7. pregnancy, potential pregnancy and breast-feeding

Staff survey April 2008 (74% response rate)

Probation interviews

Our Diversity Council comprises 5 women and 5 men representing all levels, work areas and union. Chair is rotating. 2 executive managers are on committee (1 male, 1 female). CEO attends each meeting.

Conducted 4 focus groups (equal numbers of men and women and managers) to explore survey results

Exit interviews

Women's Networking Group

Management Group Meetings

Feedback from training courses

EMPLOYMENT MATTER 1- RECRUITMENT AND SELECTION

(please utilise as much space as needed)

- **How many men and how many women (in numbers) were recruited into your organisation (include management, graduates) during the reporting year?** Total = 24 women 26 men. Management = 1 woman 3 men / Graduates = 9 women 11 men
- **How many women were recruited into non-traditional roles?** 3 women 5 men
- **What information do you provide to your external recruitment agencies regarding your EO policy on recruitment?** Recruitment agencies are required to sign off on Organisation X's EO and Recruitment policies. Contracts with recruitment providers include a requirement to short-list the best possible female candidate for each position.
- **What actions did you put in place to encourage female applicants?** Discussions with universities to develop strategies to attract women IT graduates.

Please provide information gained from your consultation on recruitment and selection. What issues did staff raise? What was their level of satisfaction?

- Staff survey indicated that men and women thought processes were fair and transparent and delivered quality candidates. Discussions at managers' meetings indicated need for further training in recruitment and revision of processes.
- Interviews with staff three months after commencement indicated inconsistencies in processes with different interviewers. Also suggestions that women feel more comfortable with a female interviewer on the panel.

What other analysis did you undertake on recruitment and selection? Please provide details and statistics. What did your analysis find?

- Majority of women's recruitment is in non-managerial roles. 9 women recruited into administrative and support roles and 2 into front line positions with 1 recruited to a team leader position. Women may have only limited career development and promotion opportunities due to the nature of these roles.
- Graduate recruitment figures reveal females are recruited into HR (2), marketing (3) and legal/accounting roles (4).
- Recruitment processes for advertising and interviewing have been investigated for bias.
- Investigated university graduate recruitment data to identify market availability of women, including non-traditional roles.

How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)

- All recruiting managers have been trained in non-discriminatory interviewing and selection procedures
- Selection panel membership must now include both genders. Revised advertisements to include "we invite applications from suitably qualified women and men"
- Discussions with universities to develop strategies to attract women IT graduates

What has been the outcome of each action in addressing the issue?

- Positive feedback from managers
- New staff at 3 month interview have provided positive feedback regarding advertising, selection panel membership and interview process
- Strategy paper to be completed by November

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EMPLOYMENT MATTER 2 – PROMOTION, TRANSFER AND TERMINATION OF EMPLOYMENT

(please utilise as much space as needed)

- **How many men and how many women have been promoted, including into management?** 4 women 8 men were promoted
- **How many men and how many women have been transferred into different roles, including non-traditional roles?** 6 women 10 men transferred (for 3 women and 5 men this was a career development opportunity). 1 woman transferred into the non-traditional role of logistics after completion of studies
- **How many men and how many women left the organisation and in what capacity e.g. retrenched, voluntary exit, etc?** 25 women and 27 men in permanent roles resigned, 0 retrenched or dismissed. Of the 25 women who resigned, 5 did so on completion of maternity leave.

Please provide information gained from your consultation on promotion, transfer and termination of employment? What issues did staff raise? What was their level of satisfaction?

- Staff Survey indicated that 70% of women surveyed believe there are career opportunities for them and 85% of women believe that gender did not pose a barrier to their development
- Focus group feedback supported the view that it is challenging in the organisation to balance work and family and to advance. One member stated "We need to change the culture of the organisation so that it is okay for managers and staff to work flexibly or leave early occasionally – senior role models would help".
- Diversity Council discussed this employment matter as part of Career Development Discussions

What other analysis did you undertake on promotion, termination and transfer? Please provide analysis and statistics. What did your analysis find?

- Analysed statistical transfer and promotion data and noted that women's promotion rates were lower than men's.
- Analysed trends in staff and managers exiting the organisation – 5% - 8% decrease in each of the last 3 years
- Analysed exit interview data from men and women who had left in the last 12 months. Lack of flexibility was an issue for 3 of the 5 women who left after maternity leave. Better career opportunities was the reason for leaving for 4 women and 6 men. No other trends noted.

How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)

- "high potential" list was developed to ensure the organisation had a process for identifying talented staff.
- A Career Development Program was piloted for 2 areas.
- A transfer program is on trial to cover medium term staff leave – it aims to enable women to develop skills in non-traditional and key operational areas.
- All vacancies must now be advertised on intranet and bulletin boards – managers are accountable for this.
- CEO has implemented "early Fridays" (3pm finish)

What has been the outcome of each action in addressing the issue?

- 14 women and 16 men were identified through the performance management process. A mentor and a 3 year Development Plan has now been put in place for each person including training and developmental assignments. All "high potentials" meet CEO yearly for working lunch as part of group of 10.
- Feed back from attendees and evaluation of the program have led to it being rolled out across the organisation over the next 12 months.
- Two women took up short term transfers into the sales area. This has been incorporated into their career development programs.
- 10% increase in the number of internal applications.
- CEO has issued directive to executive team to leave the office by 430 m on Fridays

EMPLOYMENT MATTER 3- TRAINING AND DEVELOPMENT

(please utilise as much space as needed)

- **Was the dollar amount spent on training and the type of training offered the same for men and women?** Average training expenditure for women was \$3000 per person compared with \$3,300 for men.
- **How many men and how many women accessed career development planning.** Current roll-out to all staff, 30% completed to date
- **How many men and how many women attended management training?** 12 women 7 men
- **How many men and how many women attended leadership training?** 1 man 1 women attended Mt Eliza Business School program
- **How many men and how many women were identified as 'high potential'?** 14 women and 16 men
- **How many men and how many women are listed on the organisation's succession plan?** 11 women 22 men
- **How many women have access to training and/or job rotations in male dominated areas?** 2 women in current year
- **How many women and how many men participated in mentoring, multi-skilling, and/or networking opportunities** Women's Networking Forum organises events / speakers – men and women are invited, CEO attends. 14 high potential women have mentors (16 men) - these staff are all on the succession plan. Multi-skilling is being introduced as part of Career Development program.

Please provide information gained from your consultation on training and development. What issues did staff raise? What was their level of satisfaction?

- Analysed responses from the Staff Opinion Survey, which included the question, "I am encouraged to participate in training activities that will help my development"
- Managers identified need for more leadership development (two years ago the organisation conducted a 2 day leadership program which each manager was required to attend. This program was not conducted last year because of small number of new managers)
- Feedback from pilot career development program.

What other analysis did you undertake on training and development? Please provide details and statistics. What did your analysis find?

- Survey results revealed disparity between the views of men and women regarding access to training and development opportunities with 72% of female respondents indicating they were happy with the training opportunities that they received, and 80% of men.
- Reviewed the type of training being accessed by men and women. The type of training that is being accessed by women is more skills based training whereas males are accessing more career development training.
- Internal training department offers specific skills training (eg PC programs/Excel/ Powerpoint), development training (Communication skills, Management program, Time management, Effective Managers program) and diversity training.
- Study support is offered – organisation pays allowance for books and provides paid study leave (31 women, 25 men)
- 1f 1male executive attended Mt Eliza Business School program.

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How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)	What has been the outcome of each action in addressing the issue?
<ul style="list-style-type: none">• A management KPO was added to ensure that staff members working flexibly have Career Development plans in place by year-end.• Career development training is now required to be incorporated into the career development programs of all staff once they are established.• As mentioned in Employment Matter 2, a 'Career Development' program has been piloted in two areas, evaluated and improvements made. Implementation is now occurring and is scheduled to be rolled out across the organisation in the next 12 months. HR and Line Managers required to report on progress quarterly.• Further budget allocation made to Diversity Council for Women's Networking Forum to utilise external facilitators and speakers.• CEO has a committed budget for conducting the two-day leadership program every two years through Leadership Australia. Training/coaching for individual managers will be part of their Career Development Plan as required.	<ul style="list-style-type: none">• The Career Development program has already led to an increase in the number of women accessing career development training and study support.• Positive feedback from staff via Diversity Council.• The federal Sex Discrimination Commissioner and the President of EONA have already committed to present sessions next year.• Positive feedback from managers

EMPLOYMENT MATTER 4- WORK ORGANISATION

(please utilise as much space as needed)

- **What flexible work arrangements are in place?** Early Fridays, flexible start and finish, part-time, job-share.
- **How many men and how many women access flexible work arrangements at all levels of the organisation?** 5 women / 1 man job-share, 30 women / 5 men work part-time (4 women 0 men are team leaders or managers). All staff and managers have accessed flexible start and finish times
- **What impact has the implementation of flexible working arrangements had on your organisation (e.g. on retention rates, recruitment, absenteeism rates, return from maternity leave, productivity, morale)?** Information from focus groups and Diversity Council indicates that improvements have led to an increase in morale. A specific flexibility question has been added to next year's Staff Survey, and to our exit interview form. Absenteeism has lessened and return from maternity leave has improved by 10% and 20% over last 3 years.

Please provide information gained from your consultation on flexible working arrangements. What issues did staff raise? What is their level of satisfaction?

- Questions in the staff survey asked: "Is your employment status (eg, full time, part time or casual) your preferred mode of working?" and "Do you think your employment status (ie full-time/part-time/casual) limits your career opportunities?" Responses indicated that permanent employees preferred being permanent, whereas a significant proportion of casual/contract employees, many of whom are women, indicated that they would prefer permanent employment.
- 45% of women and 80% of men who were not permanent full time, indicated that they believed their employment status impacted on their career opportunities.
- Sought feedback from the Diversity Council and Women's Networking Forum and analysed feedback from focus groups, which included discussion on the organisation of work. Staff raised concerns that alternative forms of work were not 'encouraged' and indicated that the organisation needed to create and support more job-sharing and home based work.

What other analysis did you undertake on flexible working arrangements? Please provide details and statistics. What did your analysis find?

- Analysed workplace profile statistics during the reporting year to understand how women were working (see workplace profile). We noted that there are no part-time staff members working at the two most senior levels. More than 10% of our workforce (28 women & 27 men) are casual or contract workers.

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How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)	What has been the outcome of each action in addressing the issue?
<ul style="list-style-type: none">• Prior to the advertisement of job vacancies, duty statements are examined to ascertain their suitability to flexible methods of working.• Permanent vacancies must be advertised internally and casuals encouraged to apply.• A Job Share Register has been created where expressions of interest can be recorded and job matches can be made.• Managers are now required to consider all proposals and articulate to staff why requests for flexible or alternative working arrangements are not feasible.• Managers are required to hold an interview with women prior to them taking parental leave and just prior to returning to work to understand their requirements and make appropriate work arrangements.• There have been 3 job sharing matches made at non-managerial levels involving 6 employees.• One manager has commenced part-time work.• CEO implemented 'early Fridays' in Executive team.	<ul style="list-style-type: none">• 3 of 6 roles identified for possible job-share or part-time with reallocation of non-critical activity• 10 casual staff (all women) converted to permanent employment• Promotion of the Job Share Register throughout the organisation including management levels has commenced.• All requests for alternative forms of work on return from parental leave have been granted• Staff indicate that at this early stage they are satisfied with the arrangement. There are plans to trial job-sharing at manager level next year.• CEO and 2 executive managers work at home one day per fortnight.

EMPLOYMENT MATTER 5- CONDITIONS OF SERVICE

(please utilise as much space as needed)

- **What benefits are offered to staff in addition to salary?** Subsidised Private Hospital insurance, subsidised canteen, Christmas / New Year break - 3 days additional paid leave, sales teams bonus, executive team bonus.
- **Please provide details of gaps between male average salaries and female average salaries at any level. Please provide an analysis of the reasons for these gaps AND details on the organisation's strategy to reduce the gender pay differences.** Gaps in excess of 10% found at the management level and 23.7% overall. CEO commitment to reduce gaps. Analysis of all roles/salaries has been completed Refer to Analysis and Actions detailed below – Remuneration Review Project
- **Does the organisation regularly monitor male and female salaries on commencement, promotion and as part of the salary review process? How is this done? Please provide details.** Yes – Commencement salaries now monitored, reported to management quarterly. Salary bands in place for all roles and monitored by gender. Salary review negotiations monitored for gender outcomes

Please provide information gained from your consultation on remuneration and other benefits. What issues did staff raise? What is their level of satisfaction?

- Staff Survey – 70% of women respondents and 90% of men felt that the organisation remunerated men and women fairly, 20% of women and 30% of men expressed dissatisfaction with their overall remuneration package.
- Focus Groups – women were happy with paid parental leave and family leave
- Women's Networking Group – women concerned that their access to bonuses were limited because of their lack of seniority and the type of work they do.

What other analysis did you undertake on remuneration and other benefits? Please provide details and statistics. What did your analysis find?

- Reviewed male and female salaries across all levels within the organisation to identify any pay equity issues and found that male salaries are generally higher than female salaries.
- Reviewed workplace profile – men outnumber women in higher level (and higher paid) positions, women outnumber men in lower paid positions. CEO stated overall gender pay gap – 23.7% was unacceptable and set goal of 15% within 2 years
- Since the middle of the reporting year, HR provides to the CEO quarterly reports on salaries, and gender profile. Overall gap decreased by 1%

How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)

What has been the outcome of each action in addressing the issue?

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|--|--|
| <ul style="list-style-type: none">• Analysis of all roles and salaries• A remuneration review project was established which:<ul style="list-style-type: none">. Investigated remuneration concerns. Reviewed current organisational remuneration strategy. Explored opportunities for making variable remuneration available across a wider group to create a more equitable remuneration strategy• HR, with assistance from consultant, is developing Guidelines for Performance Pay that include:<ul style="list-style-type: none">. Establishing performance criteria. Linking performance appraisals to bonuses. Broadening the criteria for variable remuneration• Implemented salary monitoring quarterly by gender | <ul style="list-style-type: none">• Completed December• Managers are to be held accountable for the implementation of the remuneration project outcomes in their teams. HR system tracks male/female salaries on commencement, on promotion, and for competent and high performers in each job category. Managers accountable to ensure that gender salary differences for each level are reducing each year over next 2 years.• Level of detail and time taken to investigate and develop the new remuneration strategy is lengthy – implementation will be phased in over the next two years.• Reports provided to management |
|--|--|

Sample Application

EMPLOYMENT MATTER 6- SEX BASED HARASSMENT

(please utilise as much space as needed)

- **Does your organisation have a sex based harassment policy, including email and Internet/Intranet policy and grievance handling procedures?** YES
- **Where can staff access the policy?** Intranet, HR Department, Staff Handbook (updated yearly), Notice boards
- **Is sex based harassment education provided for new staff?** YES, sign off on policy on commencement, attend Induction program within first two months.
- **Have all staff and managers received refresher education / updated information in relation to their rights and responsibilities regarding sex-based harassment in the last 2/3 years?** YES, Online training compulsory yearly, team meeting agenda item yearly
- **How many sex-based harassment complaints were reported formally (number) and informally (number) during the last year?** Four formal complaints, seven informal complaints/inquiries
- **Were all complaints handled successfully internally?** YES, four internal complaints successfully handled
- **Were any matters referred to external anti-discrimination tribunals / courts? If yes, please provide details.** NO
- **Were any rulings made against the organisation by external anti-discrimination tribunals / courts?** NO

Please provide information gained from your consultation on sex-based harassment. What issues did staff raise? What is the level of staff knowledge? What is the level of complaints?

- Staff survey: "Do you believe that the organisation provides a work environment that is free from harassment and discrimination?" 98% of those surveyed said YES
- Consulted with managers in areas where four complaints had been made. No issues of concern were identified
- Consultation with all managers - 72% felt they needed further education to deal with grievances.

What other analysis did you undertake on sex-based harassment? Please provide details and statistics. What did your analysis find?

- Collated questions from yearly team-meeting discussion – no issues of concern were raised.
- Conducted a review of organisational grievances. None relating to harassment or discrimination were made this year.
- Analysed exit interview data for women who had resigned in the last 12 months - neither discrimination nor harassment were mentioned.

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How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)	What has been the outcome of each action in addressing the issue?
<ul style="list-style-type: none">• Existing on-line education program has been updated. System now tracks that all staff and managers complete it yearly. Policies were reissued this year and discussed at team meetings. • All managers attended an external program to assist them in managing both informal and formal issues when they arise.	<ul style="list-style-type: none">• There was an immediate increase in issues and concerns raised with HR Contact Officers following the reissue of the policy. 4 formal internal complaints were resolved to the satisfaction of all parties. Seven informal complaints / enquiries resolved by individuals without HR involvement.• Evaluation sheets from managers attending the external program indicate that they all now feel confident of initial handling of issues and know when to seek help from HR in ongoing issues / complaints. CEO has agreed to requests by managers for ongoing yearly training.
<p><i>Please note: Regardless of business constraints it is considered reasonably practicable for all waived organisations to have provided both induction and refresher training (every 2- 3 years) for all staff and managers in sex-based harassment</i></p>	

EMPLOYMENT MATTER 7- PREGNANCY, POTENTIAL PREGNANCY AND BREASTFEEDING

(please utilise as much space as needed)

- **Does your organisation have a policy on parental leave?** YES Parental Leave Policy and Guidelines.
- **Does your organisation offer paid leave for the primary carer?** YES If so how many weeks? 8 weeks after 12 months service
- **Does your organisation offer paid leave for the secondary carer?** YES If so, how many weeks? 1 week after 12 months service
- **How does your organisation keep in touch with staff on parental leave?** Keep in Touch Program – contact by email or post
- **Can staff apply for positions while on parental leave?** YES **How many did apply?** 2 **How many were successful?** 2
- **How many women took parental leave during the reporting year?** 20 women
- **How many women returned full-time from parental leave?** 4 women (2 women work from home 1 day per week)
- **How many women returned part-time from parental leave?** 8 women
- **How many women resigned during or at the end of parental leave?** 5 women (2 women are still on leave)
- **Does your organisation have a breast-feeding policy?** YES - only utilised once – private office can be made available at all locations

Please provide information gained from your consultation on pregnancy, potential pregnancy and breastfeeding? What issues did staff raise? What was their level of satisfaction?

- Conducted a focus group on issues relating to 'balancing work and family'.
- Feedback from 3 of 5 staff who resigned while on leave revealed they would be more inclined to return to work following leave if they had access to more flexible working arrangements and good child care (staff based in Melbourne CBD).

What other analysis did you undertake on pregnancy, potential pregnancy and breastfeeding? Please provide details and statistics. What did your analysis find?

- Analysed parental leave statistics for women and men who took leave across the organisation in the reporting year. This included information on resignations. Of the 17 primary care givers (all women) due to return, 4 returned full time, 8 returned part time, and 5 resigned
- Analysed policy and processes for staff on parental leave and for those returning to work from parental leave.

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How did you action the issues identified above?(If action was not taken, include clear reasons and business constraints which were used to determine that it was not reasonably practicable to action the issue)	What has been the outcome of each action in addressing the issue?
<ul style="list-style-type: none">• A new policy has been developed on breastfeeding and work. Policy has been communicated to all staff via intranet/email.• Managers are now required to discuss with staff going on parental leave what their desired work arrangements will be on return and accommodate them where possible.• Discussions with Melbourne City Council regarding booking places in Spring St Child Care Centre under construction.	<ul style="list-style-type: none">• 10% increase in return from parental leave noted this year.• All requests for changed work arrangements were accommodated.• Negotiating to book 3 new places per annum.